

*Support of
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*... providing the
right information,
in the right place,
in the right format ...*



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of services to Comm & Info
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This
month's
cover
focuses
on

About the cover



stars". This series will spotlight
some of our community's past Air
Force-level award winners and fol-
low their paths since earning top
recognition.)



Chief Master Sgt. Daniel R. Toma recently retired from the Air Force after 26 years' service in the information management career field. Toma finished his career as the Air Force Career Field Manager for Information Managers and Postal Personnel, Force Management Division, Air Force Communications and Information Center, Headquarters Air Force, Washington, D.C.



Courtesy photos
Brig. Gen. Donald Snyder, 313th AD/CC and then Master Sgt. Dan Toma in 1985.

Toma was selected as the **Air Force Outstanding Senior Administrator, Staff Support**, in 1985. He was a master sergeant at the time and was about mid-way through his career.

"The award meant a lot to me," Toma said. "I was on leave in Korea when I was called by my supervisor telling me that I had won ... Wow, did that make me feel good! I was really proud to be selected. I felt it had an immediate impact on my career, because I made E-8 my very first time, which was right after I'd won the award. It was the last bullet in my performance report and I'm sure it raised my board score.

"I really felt that my top three achievements in the Air Force were being selected for chief, being a distinguished graduate from the Senior NCO Academy and winning the AF Outstanding Senior Administrator Award," he said. "I have no doubt that it opened doors to other opportunities that I might not have had. It may have an impact on my next (civilian) job as well. I've been asked what awards I'd won while in the Air Force on two separate job interviews – and of course, I mention that award."

While on active duty, assigned overseas, Toma's duties were all postal related, ranging from postal clerk to postmaster. His stateside jobs were all in information management,



Lt. Gen. William Donahue, Air Force Communications and Information Center Commander, presents Chief Master Sgt. Dan Toma with a

tected by being placed inside the government network behind the Scott Air Force Base, Ill., firewall;

— It allows people to forward correspondence from their home base to their GI Mail account when they are on the road; and

— GI Mail improves e-mail communications by increasing available bandwidth, by eliminating the commercial ads found in HotMail which gobble up valuable bandwidth.

Normally, there are about 6,000 active accounts; however, during Kosovo operations, accounts rose to more than 40,000 — representing all military services. This surge strained the system beyond its original capacity, so AMC's Network Operations and Security Center upgraded it to handle the additional users.

Post-Kosovo operations reports gave a "thumbs down" to allowing only ".mil" access to the GI Mail. This approach excluded large numbers of deployed personnel who did not have ".mil" access.

Consequently, AMC's NOSC is aggressively pursuing secure alternatives to allow access from all domains. The NOSC is planning to implement a secure socket-layer on the GI Mail server to allow secure access to the system from anywhere in the world via the World Wide Web.

The AMC NOSC is committed to providing a morale e-mail service that meets the needs of their worldwide customers. (Courtesy of AMC News Service)

* Better working relationships with both federal agencies and foreign nations — all of which DOD worked closely with to ensure Y2K did not impact either U.S. or overseas installations.

"It was a tremendous effort and we've all learned a great deal from the experience," he said. "I owe a great deal of thanks to those who led the way, from our top leaders on down to those who were fixing the problems

Booklets on Web

By Karen V. Epstein

SCOTT AFB, Ill. — A library of "Comm 101" booklets is available that gives users an overview on a variety of communications and information subjects.

The Comm 101 booklets satisfy a need for booklets on communications at an elementary level — brief and informative. AFCA is producing the booklets and managing the program.

The first five booklets, including "Basic Communications Concepts", "Global Positioning System", "Internet", "Networks", and "World Wide Web" were posted on the Web in June 1998. Fifty booklets are on the Web. They cover such subjects as "Global Broadcast Systems", "Multimedia Production Service", "Network Management", "Information Protection", "Software Licensing" and "Telecommunications Deregulation".

Comm 101 booklets are designed to give personnel a basic understanding of common processes and systems found in the Air Force communications and information community. Written at a very basic level, the booklets explain the fundamentals of communications systems and concepts in non-technical language. They provide a generic "executive overview" of a function, process or system and are useful as references and as orientation.

The library is designed with two types of users in mind—the newcomer to the field who is looking for an overview of a variety of subjects, and the experienced professional who is looking for a refresher on a particular subject.

The Comm 101 library is on the Web at: www.afca.scott.af.mil/best_practices/comm101.html.

By Lt. Gen. William Donahue
Air Force Communications
and Information Center Commander

Every executive and senior manager knows that information technology has radically changed the world. It's also clear the information age is transforming military operations by providing commanders with information that is unprecedented in terms of quality, quantity and speed. As we enter the 21st century, one thing is certain: aerospace power will become even more reliant on information as the cornerstone for every military operation we are ordered to undertake.

As we continue to define and redefine how we manage information, applying sound business practices to link information to the corporate needs of the Air Force will be a continuing challenge. The knowledge we hold has more significance than any new technology or innovation, and being able to 'corral' all of that information must be foremost in the mind of every information manager in every major command. The plan to do this is called Enterprise Information Management (EIM).

EIM is a combination of processes and business practices for using information technology to provide cradle-to-grave information management techniques, accountability, and policies. EIM is the tool we will use to provide the right information, in the right place, in the right format in support of the warfighter.

Effective records management capabilities are at the heart of EIM initiatives. The exponential growth of electronic records and the increasing reliance on e-mail require the Air Force and DOD to look for cost-effective alternatives for electronically storing, accessing, and archiving official records and critical information. The solutions we are evaluating will provide the Air Force the capability to effectively store, index, retrieve, archive, and legally dispose of official records, in any medium, in garrison or while deployed.

The tools we will use to handle this growing amount of information will be continually changing as information technology offers us exciting new solutions to old prob-

and share knowledge these tools and the entire information life cycle management process to ensure we pick the best tools and processes for doing the most important task. We must continue to work smart, standardizing our processes and benchmarking from one another.

This *intercom* is dedicated to information management, current information management issues. We have talented men and women in this career field. Their abundant accomplishments and the information managers have not only made information-intensive mili-

"To all information managers: I say keep up the good work, stay informed, and continue to seek better, faster ways of doing your job."

Lt. Gen. William Donahue

about Chief Master Sgt. Toma a fond farewell ceremony. We gathered to service these past 30 years of his last three years as manager for the Information Center. Chief Toma guided information through one of the biggest and fastest changes in the Air Force. He leaves some "big shoes" to fill. "Todd" Small to fill. We all send our best thanks for his great leadership. We and his family also extend a warm welcome to him and will give him our support in facing the challenges in the years ahead.



Photo by Master Sgt. Ed Ferguson

Enterprise Information Management Working Group
plans to craft an EIM domain architecture that captures
processes, standards, and solutions.

Chris Hedge
Enterprise Information Management
Working Group
Chairman

documents processes and products that have become the Air Force standard or recommended solution for satisfying prescribed information management mandates.

AFCA hosted an EIM Architecture Working Group meeting at Scott AFB Dec. 8-9, 1999. Attendees established and refined an "umbrella" architecture that prescribes standards to support life cycle management of electronic information. The architecture depicts complete standards/products to support IM processes and will be submitted to the Air Force Configuration Control Board for inclusion in Joint Technical Architecture-Air Force. The EIM working group also identified Air Force policies that must be revised to support the EIM transition and established a business process re-engineering roadmap with necessary action items to ensure comprehensive, seamless implementation of EIM products.

The initial goals for creating an EIM architecture is to establish a foundation where prescribed information life cycle management operations and relational applications are formally defined. This foundation establishes a roadmap for further Enterprise Information Management planning/migration to ensure the Air Force adopts standardized, interoperable information systems that streamline work processes and ensure cost-effective operations vital to the operational missions. The technical architecture addresses EIM in the context of the Air Force Global

information technology, Air Force

Y2K: Looking ahead ... looking back

By Paul Stone
American Forces Press Service

WASHINGTON (AFP) — After more than a year of intense preparation — as well as media hype and occasional hysterics — for a millennium bug that, in the end, barely took a nibble out of key information systems throughout the world, it might be hard to do little more than yawn as the next Y2K deadline draws near.

But DOD — just like it did during the Year 2000 rollover — is leaving nothing to chance for the leap year transition period at the end of February.

Bill Curtis, principal director for DOD's Y2K repair effort during the past two years, said the Pentagon's Y2K cell will be fully operational from the end of February through the first few days of March to monitor and fix any glitches that may occur during the period.

The Y2K leap year problem results from the fact that software developers long ago failed to add the extra day into their programs. Normally, "century years" — 1800, 1900 — are not leap years. However, when a century is divisible by 400, as well as by 100 — such as is the case with the year 2000 — it is a leap year. Therefore, unless systems have been repaired, it's likely they will not recognize the leap year.

Curtis said Y2K tests conducted during the past 18 months uncovered almost as many glitches caused by the leap year problem as they did from the rollover to 2000. But he remains confident that the end of February will be just as much a non-event for DOD as Jan. 1.

"I don't believe we're going to see a lot happen over the leap year," Curtis said. "We had things show up during our (Y2K) testing that focused people on the issue. I suspect the period will go very much like the first of January did. The key thing is, if there are problems, our first team will be right there watching. And if anything needs to be fixed, we'll fix it."

Except for a satellite-based intelligence system that experienced a Y2K failure and was inoperable for a few hours, DOD experienced only a few minor Y2K failures on Jan. 1, and they did not affect military operations or readiness.

Although the leap year problem is seen as the last major Y2K battle, Curtis said DOD will be watching throughout 2000 to catch problems that may pop up down the road.

executed in any given month, some quarters will be more active than others. So we will likely see various points throughout the year.

While getting through the Y2K transition is a key goal, the Pentagon is also looking at the leftovers for years to come. Some of the system repairs and upgrades were only temporary fixes, "windowing."

Windowing is a process of modifying software to recognize the transition from two-digit fields, and the need for a permanent fix. For example, a typical windowing technique has been widely used in the private industry. The technique — called "windowing" — involves converting systems into the millennium. Systems were "windowed" to go out as many as 50 years. "Had we tried to convert systems during the past year, a huge information technology transition in a coordinated effort between one system and another would have been required. DOD spent approximately \$1 billion on the year Y2K repair and upgrade. The time and money Curtis is looking at for years to come.

Looking back on the Y2K transition, he said the Pentagon is looking at the lessons that will help the military in the future. During the course of the Y2K transition, leaders at all levels came together to discuss the dependency on information technology. "We fixed a lot of computer code got cleared into the year 2000."

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the student has answered all the questions, they can score their own test on-line. If the student receives a passing score, they are congratulated and allowed to proceed to the next segment or module.

If they score below the 70 percent passing mark, they are brought back to the reading material to retake the segment. The great thing about this is that once a passing grade is achieved for each segment, the student's name, organization and segment are posted to a file for verification of course completion. Depending on the training requirements for that student, certification onto the CFETP can then be authorized by the Functional Training Manager. Certificates are also located at the web site that can be printed and forwarded to the trainee's supervisor for verification of completing WGA course.

Check out the web site www.116bw.ang.af.mil/training/wgadmin/wgadmin.htm and if you are interested in setting up something similar at your location, contact Saunders at DSN 468-0307 for more info. You can import the html pages onto your web server and make a few administrative changes to be up and running in a short

Workgroup Manager

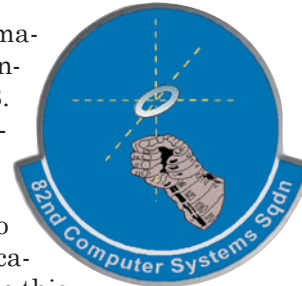
LANGLEY AIR FORCE BASE, Va. — It seems like yesterday that we were sitting in the front office processing EPRs, OPRs, Awards and Decorations, taking phone messages, and filing correspondence. The lives and careers of information managers Air Force-wide changed forever with the implementation of the Workgroup Management Program.

The transition from information manager to workgroup manager was not as easy as 1, 2, 3. The mindset of the communications community regarding the roles and responsibilities of the information manager had to change. The ACC Communications Group Commander made this easier within our organization. He met with the senior IM staff to establish the role of the workgroup manager in the Group. As a result, he decided that all information managers would move from their current position to the PC LAN shop.

Right now you're probably thinking, Wow! That was real easy. Why isn't it that easy where I am? Well, it wasn't that easy for us, because not all IMs could leave at once. Mission requirements prevented some of us from completely taking on WM duties. Some IMs were reluctant to leave the comfort zone of their office environment.

"I was comfortable where I was and had no desire to move to the PC LAN shop," said Master Sgt. Paula Goode. "I enjoyed my work and was highly proficient. But, as time passed I began to hear feedback from IMs working in the PC LAN shop. They commented this was the best move the IM career field could have made and besides, the WM skills would make them marketable upon separation or retirement. These comments sparked my interest to further investigate the WM responsibilities. I browsed the WM web site and reviewed several e-mails that I had previously skimmed through. Once I realized what was in store for our career field, I did not want to be left behind. I decided to learn all I could about our new responsibilities. I was good as an IM and could do just as well as a WM. So much has happened in the past two years and I'm excited about what's ahead for our career field."

"When the original breakout of WMs occurred, I was working in the orderly room," said Master Sgt. Vernon



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Since December 1 [illegible] Gp have operated out o [illegible] Computer Systems Sq [illegible] Squadron. They provi [illegible] 500 customers. WM c [illegible] personal computer tr [illegible] software and hardware [illegible] Emergency Response T [illegible] any other PC-related [illegible] each squadron, who a [illegible] these and other types

As with all new id [illegible] gram has gone thr [illegible] changes since its inc [illegible] believe our experience [illegible] cosm of what the WM [illegible] is going through. You [illegible] our program is finally [illegible] the right direction and [illegible] ued support of our com [illegible] program will flourish [illegible] can serve as an exam [illegible] how far this program [illegible] WM program started [illegible] the people in the IM [illegible] tude" to accomplish th [illegible] immersed in the prog [illegible] matter of having the [illegible] the past, when the bo [illegible] one else had the abili [illegible] call on an information [illegible] could get it done. Now [illegible] done, who do they cal

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Photo by Tech Sgt. Mike Leonard

Air Force Configuration Control Board representatives discuss proposed electronic records management Request for Change to the Joint Technical Architecture-Air Force at the Technical Interchange Meeting at Scott AFB, Ill.

Records Information Management System application and migrate components of this product into the electronic environment.

AFCA is aware that everyone is eager to seek ERM solutions and many commands/units have already pursued alternatives; however, it is imperative that the Air Force avoid a costly nonstandard implementation. Although not mandatory, AFCA strongly recommends all AF organizations use the standard ERM product. The AF will not support any other ERM products at this time and training and funding will be centered around the recommended JTA-AF ERM application.

AFCA has incorporated AF ERMS requirements into the Global Combat Support System Program Objective Memorandum and will seek central AF funding in FY02 and 03. Funding decisions will be delivered later this year and AFCA will keep everyone apprised of the outcome. AFCA is also developing guidance for a phased implementation that allows positioned MAJCOMs to move forward with independent ERMS initiatives prior to POM announcements.

The ERMS Lead Command Program Office's web site will keep everyone informed about factors concerning current and future ERM activities: www.afca.scott.af.mil/erms/.

AFCA will host a MAJCOM Electronic Records Management Conference this Spring to help refine policies and procedures for implementing an AF-wide ERM appli-

they enjoyed and agreed with the ETS concept and PDO consolidation ... it was a very positive forum." The PDO closure team and the IMers back at home worked in perfect unison. While one team traveled from base to base, another stayed at Ramstein, setting up the Theater Distribution Center.

The European TDC is a satellite distribution center of the Air Force Departmental Publishing Office. It is one of only two TDCs in the Air Force (the other is located in PACAF at Hickam AFB, Hawaii). TDC personnel stock and distribute accountable forms such as line badges and ration cards, and physical products (forms and publications that have not been digitized for electronic distribution). The TDC is also used as a bulk storage center for high usage products to support more than 40,000 customers in Europe and Southwest Asia. The current Publishing Superintendent, Master Sgt. Antonio Jones and Distribution Manager, Herr Bernhard Paque, a German host national, set up and managed TDC operations. Their team consists of Tech. Sgt. Jeanine DeSantis, Senior Airman Rich Guzman and Eric Franklin, and Airman 1st Class Tonya Watkins.

Jones and his crew helped coordinate the deactivation of each PDO and established accounts for customers requiring physical products not available in the ETS. Virtually overnight, their mission changed from being a MAJCOM liaison between PDOs and the Air Force Publishing Distribution Center in Baltimore, Md., to the super-distribution center. Their customer base grew from six PDO managers to more than 800 direct customers.

Guzman and Franklin spend much of their time at the TDC Help Desk assisting non-connected users (customers who don't have Internet access) in acquiring products. It's not

lishing web page, sending ETS updates to customers through an e-mail user's group they created, and performing work group manager duties.

Staff Sgt. Darlene Curl's work group manager skills and expertise with data bases were showcased when she responded to a request from the Director of Publishing to come to the United States and help with an electronic file standardization project. Curl's data base manipulation cleared the way to load all USAFE electronic products on the ETS, which make USAFE products available to the entire DOD. After providing technical assistance to AF Publishing, Curl returned to Ramstein AB and promptly formed a team in the office to restructure and place over 450 products on the USAFE Publishing web page. Her actions significantly reduced the complexity involved with accessing electronic products from both ETS and the USAFE site for publishing customers across the globe.

USAFE Information Managers have made a significant contribution to the USAFE mission by making a transparent transition from the PDO system to the TDC. For example, USAFE Publishing IMers distributed more than 40,000 copies of the "Promotion Fitness Examination" and 22,000 copies of the Air Force mandated survival instruction "Airman's Manual" from the TDC to the hands of airmen in only 10 days. USAFE TDC personnel also supported air operations in Operation ALLIED FORCE by meeting the increased needs for publishing products down range. Their contributions to the mission are being felt from base level to the Air Staff.

For more information about USAFE Publishing check out our web site at: <https://wwwmil.usafe.af.mil/direct/foas/css/sb/scbp/pdl/publish.htm>. You can also e-mail us at: css.scbpe@ramstein.af.mil or call

Information Managers Assist with Air Force Electronic Transaction System



Photo by Amn. Brad Church, 786th CS/SCSVP

Staff Sgt. Darlene Curl, and Senior Airman Eric Franklin, USAFE CSS, Command Publishing Management, helped set up the theater distribution center.

working on a plan to close six PDOs across Germany, England, Italy, and Turkey. After careful planning, they formed a team of information managers to visit each base and conduct a PDO closure visit.

The IMers, led by Williams, briefed Communications Squadron leadership on ETS objectives and conducted three Customer Account Representative training sessions for base and geographically separated units. Their briefing covered ETS architecture, new processes for acquiring products, migration from PDO support to the Theater Distribution Center, and accountable forms management. Attendance at the training sessions varied from 30 to 80 personnel.

Before departing for an assignment in the United States, Williams said the briefings were a huge success,

By Chief Master Sgt. Dan Toma (ret.)
Former Career Field Manager for Information Managers and Postal Personnel

I have seen the administrators go through many, many changes over the years to include the name change to Information Managers. We did not do a good job in marketing our new information managers when we changed the name back in March of 1989. This in essence has caused a tougher battle to move people out of a paradigm of how to use information managers. What people misunderstand is that we have changed our tools and because of technology many desktop functions can now be performed by each individual vs. the "typing pool" concept.

We have certainly come a long way since the days of manual typewriters, manifold paper, and white-out.

However when you look back it was really not a change in tasks, it was a change in how we did the tasks and new tools that were added to help us do those tasks. We replaced the typewriter, manifold and white-out with computers and printers. We took many of our manual processes and put them on a computer.

IMers have always been responsible for what we refer to as the last 400 feet ... taking care of our customer's needs to ensure they have access to the right information when they need it and to ensure they know how to retrieve, store and dispose of information. Sound familiar ... information on time, on target! We did this in 1972 when I came in and we do it today.

Our focus in the last five years has been to retool our IMers with better training on the computer itself and the applications that lie on the computer. I strongly feel that our tech school is producing a person that meets this criterion. Our problem is and will continue to be ... how do you keep the people in the field, who can't go back to a technical school, up to date with all the changes. I am very proud of our MAJCOMs/FOAs and DRUs and their bases for stepping up to that challenge by developing a wide range of training programs to include classroom instruction. As everyone knows, they are doing this "out of hide" since no additional manpower has been levied to accomplish this. It

identifier, and that the Air Force, they continue every corner of the world like our IMers, many the luxury of having a SDI around them. Many changes in their primary special duty. However and continue to climb

Toma's Philosophy

IMers are the most versatile and flexible people in the Air Force. We have worked in many different organizations and at different levels. We understand how the other functionals operate whereas the other functionals are focused internally. As an Imer you will succeed if you do these three simple (not so easy) things:

1. **Be organized (at work and home)**
 - build "to do" lists
 - be on time
 - plan ahead
 - know where to get information
 - keep a sharp appearance
2. **Do your Job - and do it enthusiastically**
 - be the expert (don't be afraid to learn more)
 - ask to be trained
 - offer your capabilities to your boss/office, organization. (Don't wait until you are asked for help)
3. **Have a Good Attitude**
 - keep positive attitude towards anything you do
 - be proactive
 - don't sweat the small stuff
 - don't tell someone they cannot do something, tell them how to get it done

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From left: Chief Master Sgt. Richard Small, Air Force Information Management and Postal Career Field Manager; Capt. Marsha Aleem, Comm and Info Training Flight commander; and Master Sgt. Glenn Lowrey, Information Management Apprentice Course chief, 336th Training Squadron, Keesler AFB, Miss., review projected costs associated with upgrading computers, monitors, printers, etc., in the IM classrooms.

paper- or electron-based) throughout its life cycle. We are now providing workgroup administration/management training at both the initial skills and craftsman-in-residence courses, in both the 5- and 7-level career development courses (CDCs), and through structured base training programs.

The purpose of this training is to enable information managers to exploit the computing capability that exists at an unprecedented level throughout the Air Force. This technology, unlike anything in the past, gives us an ability to deliver vast quantities of information to a large number of personnel at stunning speeds. However, we must be cautious to ensure that we don't allow the delivery systems to saturate the consumers with information. As Lt. Gen. William J. Donahue, Commander, Air Force Communications and Information Center, points out, "We must learn to acquire, process, fuse, disseminate, and display information so that exactly the right information.

works. For example, within a Joint Task Force Operations Center, the information manager must leverage this understanding of technology to act as a traffic cop ensuring VTCs, situation reports, Powerpoint presentations, multimedia video and imagery are not all traversing the network simultaneously. If this information is not managed correctly, it can cause mission degradation or even failure. Getting the right information to decision-makers is the cornerstone of successful deployed operations for senior information managers and workgroup managers. In addition, valuable information gained from network operations led to completion of a proposed command Workgroup Management Course.

A proposed 7-10 day WM curriculum was developed, and will be one of the focal points during the upcoming meetings to build a course for the command. The proposal was based on review of Air Force instructions and discussions with systems administrators on software and computer based training. This achievement is proof positive of the importance of placing information managers in key positions. Another example of information managers charging forward is exemplified by the USAFE CSS NCOIC, Network Systems Administration.

With a diversified communications and information background Esposito plays a dual role as both workgroup manager and senior functional systems administrator. As NCOIC, Network Systems Administrator, Esposito deployed on several occasions not only to operate local area networks but to build them. He engineered and installed the first-ever optical data system network in the European theater to support Combined Air Operations Center, at Vicenza, Italy, during the air war over Kosovo. His showcased talents were

background, and teaching skills.

Esposito instilled critical information assurance concepts in lesson plans. He helped reconfigure 120 computers to Microsoft NT to improve network security and has been responsible for eradicating several possible attacks to our networks by precise management of Air Force virus advisories. In every sense of the word, he is the premier workgroup manager possessing the networking skills to lead information management into the future. That future includes an increased dependence on VTC.

To spread the knowledge of VTC operations throughout the command, CSS received funding for VTC technical training from PictureTel. After corporate training was completed, the VTC staff, information managers, and the USAFE CSS Training Center staff formally stood up the first VTC course in the command. In October 1999, the first group of students completed the course. Bases can now send their assigned VTC technicians, whether 3V, 3C, 2E, or 3A, to a 4-day course. The CSS is leaning forward with new information management concepts by accepting today's workgroup managers' need to understand impacts multimedia imagery and video transmission have on our networks.

Multimedia uses a variety of computer platforms and unique software which must be supported by workgroup managers. As customers on our networks, branch multi-



Photo by

Master Sgt. T. Operations Se network's res bandwidth.

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Photo by Amn. Brad Church, 786th CS/SCSVP

Staff Sgt. Hiram Reyes (center) a WGA trainer, USAFE Comm & Info Training Center, instructs students.

er Sgt. Kevin Drinon, and Testing Branch, information management, tion personnel in proper units involving net- video teleconferencing IMer, Staff Sgt. Chris unique network experi- capabilities of new and

Wanda Jones-Heath, the team was handed the reins to assemble an \$8.2M project to migrate the entire command to Microsoft NT 4.0. Several months of interfacing with each NCC, talking to hardware/software vendors, engineers, functional systems administrators, and workgroup managers brought success yet again. Information management skills paid huge dividends in keeping the project organized and focused throughout the operations tempo of the air war. The results proved significant to the command.

allenges this year was E network moderniza- software needs were sur- E's computer servers. the stakeholders: func- se network managers, proposed server hard- information manage- lge, a team of commu- ical solution, compiled lementation plan and . The branch success- an four months. This and servers to Microsoft

More than 124 servers were purchased and delivered and enterprise-wide software licensing is being obtained to carry USAFE's technology needs into the next century. Managing command hardware and software systems needs helped focus understanding on similar issues affecting video teleconferencing and multimedia sections. More importantly, learning why information managers should understand these roles was the most beneficial. This was further explained at a recent academic training exercise.

During TRAILBLAZER 00, held at the Warrior Prep Center, the importance of information managers and their skills to manage "battle rhythm" were highlighted. Battle rhythm is more than scheduling staff, and ensuring reports are up-channelled to meet time requirements. This information management exercise demonstrated the

Managers and the next millennium

By Staff Sgt. RonShella L. White
336th Training Squadron, Keesler AFB, Miss.

As an IMer of 13 years I have enjoyed the diversity of this career field. I have held many rewarding jobs, but often wondered how I fit into the "big picture" and how my knowledge can be used on a daily basis. My arrival at Keesler AFB in Oct '97 answered these questions.

The tasks of instructing non-prior service students, as well as prior service students ranging in age and experience cannot be easily defined. We as information managers are the new millennium. All careers in the armed forces are critical and essential to the operations within the DOD, however, few are as equally intense as the "Information Manager of the next millennium" -- getting the information to decision-makers whenever and wherever needed. I have never felt the power of



remains on the cutting edge. On a daily basis, I working technologies router, connecting Local Networks, along with to aerospace doctrine operate and manage a Within a domain v individual user accounts.

individual's careers a decisions they will ma I feel I have gained exte mation Management development and the d information manager.

IM from previous page

in the right quantity and form, gets to the right place, at the right time. Whether it's beans, bullets, or information, we've got to ensure we have enough, but not too much, exactly when we need it."

Information managers, serving at the front line of communications and information, are perfectly postured to help meet that challenge. We've succeeded in the past through the use of typewriters, stand-alone word processors, manual mail systems, and filing, storage and retrieval systems, to name but a few. The computer is simply a new tool or, better yet, a new weapon system in the arsenal of the information manager. This is not to say that there are no stumbling blocks ahead.

I say that because information managers are unlike any other Air

than 85 percent of information managers work outside the functional communications and information community (i.e. the communications squadron). This separation presents some unique challenges.

For illustrative purposes, imagine an aircraft mechanic that's assigned to a squadron other than an aircraft maintenance organization. In the course of his or her duties that mechanic troubleshoots, disassembles, repairs, and reassembles jet engines. Eventually those engines are sent to the flight line where they are placed into an aircraft.

If you were the pilot of that aircraft how would you feel knowing that all the maintenance performed on its engine was carried out in an environment far removed from the standards, oversight, changes, updates, and revisions which occur daily in the aircraft maintenance functional community? While my example may seem

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III. -- The Communi-
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er service," he said.
he Career Field Train-
nal training schedule.
within the IM element.
provide the initial lead-



Staff Sgt. Robert Proper completes an Air Force Form 843, Printing and Duplication Request.

ership and training. The 3A0s are trained and are responsible to the AFCA staff for:

- * Administrative communications—mailroom and message traffic
- * Executive support to the command section



Tech Sgt. Raymond Langford and Senior Airman Joshua Farrell, CCQI Visual Information, edit a presentation.

- * Electronic records management
- * Supplies
- * Reproduction services (Defense Automated Printing Services requests)

By Capt. John Ortiz
83rd Communications Squadron, Langley AFB, Va.

As a flight commander of about 90 folks, I receive anywhere from 50-150 e-mails a day. It would seem impossible to read, organize, and file *that* much e-mail, yet my box stays relatively clean. Rarely do I leave work with any unread e-mail messages, which is in stark contrast to many of my co-workers. I thought I might pass along some helpful tips for managing that much stuff—I hesitate to call it information since a great deal of it is just stuff!

"Organization is the key to success," as one of my high school teachers emphasized repeatedly — turns out it's true. The most effective way to manage your e-mail is to organize it effectively. In my mind, there are only four e-mail categories. Those that are urgent and important — FIRE! Those that are urgent, but less important — if you're going to act on it, do it now. Those that are important, but less urgent — make sure you act on it eventually. And finally, those that don't get done unless you have time to spare.

The first thing you can do is to create sub-folders based on either a particular project or a particular person. For example, I have a folder for each element in my flight, a folder for my boss, and a folder for the group commander. Additionally, I have several folders for various projects where I dump any/all e-mail relating to them, as well as the all-encompassing folder. That's where I keep all the stuff I know I don't want to throw away.

To get the full benefit of this setup, I have the computer act as my secretary and move the e-mails to the appropriate folder automatically, based upon who sends them. If the boss sends one to me, it goes into the appropriate folder as soon as it comes in. If the boss sends one to the whole group, it's usually less urgent, so I leave it in the regular bit bucket. (The rule I set up is to move it into the boss's folder only if my name is in the "To" or "cc" box.)

Additionally, I attach unique sounds for certain individuals so that if I'm working on something else and I get

Another trick is to use color-coded folders. The "Dr" folder stores "work in progress" items. I jot down ideas as I think of them and member it all later. I use a storage bin. Rather than delete e-mail and a copy of my notes, I delete and rely on "Sent Items" folder.

Speaking of the "To" folder, it is of interest to a very few people. They are very time sensitive. I usually check it a.m., at ... This little trick keeps e-mails from cluttering my inbox cautiously so you don't miss anything.

When you go on e-mail, the "Office Reply" can be very helpful. It lists all of e-mails you receive.

The most effective way to manage your e-mail is to organize it effectively.

you can store e-mails in a folder. It's *extremely* useful! Rather than delete, find the place of the e-mail, open a new applet, and paste) the contents, I save it in my folder box.

The computer will give you the opportunity to save the time/date as you want. "Save and Close" and "Print" are quick, and with a search through your folder, you can find the information that generated the e-mail.

In this fast-paced, high-tech world, there's no time to waste. Instead of the other way

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Airman 1st Class A.J. Harro, RAF Mildenhall, England, helps a customer with a parcel package.

program to train and certify our information managers in core tasks like records management, processing official communications and workgroup administration; and then we've had to make the time to train."

As postal specialists arrive to replace the BITC information managers, Lt. Col. Diedre Briggs, the Commander of the 786th Communications Squadron and wing senior information managers have developed a transition plan to reassign information managers to units in the wing. Before reassignment, however, information managers enter a 60-day Workgroup Administration Hands-on Training Program. They work alongside communications specialists in the base Network Control Center assisting customers on the help desk and responding to work orders in the small computer maintenance shop.

Four BITC information managers have completed this training program and gained valuable hands-on workgroup administration experience. As information management duties have evolved, we have reengineered jobs to include managing office information technology as well as information itself. Our 3A0X1's play important roles in training and assisting users in the proper use of networks. Ramstein's 60-day Workgroup Administration Hands-on Training is key in preparing their BITC 3A0X1's to meet the Air Force's challenge of being



Senior Airman Christine Miller assists Don Ayers at the Help Desk.

- * Agency's publications program
- * Local area network library for AFCA—HOT's, Policy Letters, etc.
- * Forms management

After successful core IM element training, the next 24 months are assigned to the IT. IT Element leadership is Master Sgt. Brian King. King is a 3C computer programmer and AFCA web designer. IT 3A0s are responsible for the AFCA Help Desk and Workgroup Management. The 3A0s receive training and are responsible to the AFCA staff for:

- * Workgroup administration and management
- * Scott AFB NCC coordination using Remedy software
- * Equipment check-out
- * Laptops, projectors, video camcorders, VCRs, televisions
- * Software management and licenses
- * Applications
- * Network applications
- * User network accounts
- * Telephone control officer duties
- * Personal computers maintenance
- * Automated Data Processing Equipment accounting

Tech. Sgt. Ray Langford leads the VI element. This element coordinates support for the McClelland, Farman, and Executive Conference rooms. Total capacity for the conference rooms is approximately 200 people. Conference rooms are equipped with the latest communications technology and audiovisual equipment. 3A0s are responsible for conferences and meeting network connections.

The Communications and Information Services Flight gives 3A0s "full spectrum training" within the Information Management career field. Providing "central focal point for information" within the Air Force Communications Agency is their mission. Fully trained and customer-oriented 3A0s provide the Air Force Communications Agency and the Air Force with outstanding pro-



Tech. Sgt. Karen
Sgt. Karen
Instructions



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pline. Don't wait for the training to come to you; go out and get it! There are many sources of training material to choose from to include commercial study books, computer magazines, off-duty education classes, or even mentoring with the Base Network Control Center or Help Desk. With the rapid change in technology, we have to stay up-to-date on the latest software and operating system upgrades, so make sure you have access to a computer magazine to stay informed. We are responsible for

installing and configuring the hardware, software, and peripherals for a computer system so we need to be prepared and educated on all the different software and hardware combinations we could be faced with.

Furthermore, we should expect problems to occur on daily basis, because they always do. Everyday is a new computer challenge to conquer. Think of it as a wonderful, on-the-job opportunity to gain the computer skills and experience needed to be marketable in the civilian workforce, when and if it is your time to separate or retire.

As NCOs we must help our functional managers by communicating with our supervisors and commanders about the new duties of an information manager. I know this is

not always an easy task but feedback sessions would be an opportune time to bring your Career Field & Education Training Plan and show what your duties should incorporate. It is a non-threatening environment. Timing and tone is everything. We must make sure we are not complaining. We need to approach this conversation in such a way that your supervisor will understand your part in accomplishing the mission.

Even if you don't get through to your supervisor the first time around, maybe you have planted the seed for the next person. It is never OK just to give up, we have to make a change for those airmen who will be in our

server technology, networking fundamentals, Microsoft NT Workstation and Windows 98-installation configuration and optimization. Additional classes will be held in web page development using HyperText Markup Language and Microsoft FrontPage. After completion of this training Air Force Space Command Workgroup Managers will be required to complete the Air Force approved computer-based training track. After completion of computer-based training and hands-on training over a 15-month period, they will be fully certified Workgroup Managers. Air Force Space Command is also considering future courses for workgroup managers in the evolving field of knowledge management—how to exploit information as a strategic and tactical resource.

Additionally, similar courses will eventually be held at all Air Force Space Command bases. A framework for conducting this training was prepared by the Air Force Space Command Workgroup Management Program Manager, Tech. Sgt. Devin Glenn. A Concept of Operations and Workgroup Management Master Task List was distributed to all Air Force Space Command bases. Additionally, all bases will be provided with an approved Workgroup Management training curriculum to facilitate this training.

With these new initiatives Air Force Space Command Communications and Information has proven it is dedicated to using Information Managers in a new and vital information technology role and committed to fully integrating the skills of the



AETC pro web-based IM

By Capt. Pam Quintero
and Chief Master Sgt.

Allan Schneider

Headquarters Air Education and
Training Command

RANDOLPH AIR FORCE BASE, Texas

— In October 1999, Air Education and Training Command placed its new version of the Information Management Support Site online. The original site provided consolidated information and products relating to all of the IM core services. This "one stop shopping" concept provided links to other information that would otherwise take an inordinate amount of time to find. The site was rated as a "Best Practice" during Combat Challenge 1998. The target audience was the information manager assigned to individual units. AETC felt there was a need to keep information managers abreast of programs and career issues and to drive home the fact that although assigned to other functional areas, they are a key part of the communications and information community.

In addition to receiving a new design, the content of the Information Management Support Site was updated to reflect the recently published AFSC 3A0X1 Career Field Edu-

uture, new responsibilities



of two classrooms to be used at the Peterson Complex Network
ing Center.

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Information Managers are the logical choice to perform these duties in the new technology environment. Their knowledge of information processes and the life cycle of information when blended with the technical skills required of Workgroup Managers in the Enterprise Network will provide that link needed by the network user in resolving day-to-day desktop support problems.

To prepare information managers for this new future and these new responsibilities, the Communications and Information Directorate of Air Force Space Command has launched several new initiatives. First, a Workgroup Management Program Office was opened in March 1999. This office is the focal point for all Workgroup Management initiatives. Second, on Dec. 6, 1999 Air Force Space Command opened its first Network Learning Center at Peterson AFB in Colorado Springs. This center was built by combining the resources of several bases and organizations in the area.

The bases were Peterson AFB, Schriever AFB, Headquarters Air Force Space Command, and Cheyenne Mountain Air Force Station. More than \$350,000 was devoted to bring Workgroup Management and computer skills training to those areas where Information Management personnel are being appointed as Workgroup Managers.

Those Information Managers appointed as Workgroup Managers will receive a week of intensive desktop training which encompasses hardware familiarization, intermediate and advanced aspects of desktop computer and

By Staff Sgt. Noreen Chappell
336th Training Squadron

KEESLER AIR FORCE BASE, Miss. — Why is the information in my CDCs so outdated? This process just changed, do we still have to study it? Technology has taken over every aspect of the Information Management career field. With the constant changes in technology, our career field has also encountered numerous changes. These changes are taking place at such a rapid pace that some of our processes, such as CDCs, are having a hard time keeping up. Let's look at the process behind the development of your CDCs.

Starting at the beginning—about every two years the IM career field has a utilization and training workshop. This is where the Air Force and major command functional managers decide the future of the career field. They determine what the people in our career field need to know in order to perform their jobs. The career field managers decide collectively on the STS items that apply to all information managers Air Force wide.

Once they've determined the needs of our career field, they decide where training should take place (in-residence school, CDCs, or on-the-job-training) and the governing directives (training references) for each. This is how the career field education and training plan is developed.

The CFETP is the outline for the CDCs. The CDC writer begins by examining each STS item and their proficiency code (level of training required). Each STS item is covered based on the proficiency code identified in the CFETP. The most common proficiency codes used in CDCs are: "A", which identifies basic facts and terms; "B", which identifies the relationship of basic facts and states general principals; "a", which names parts, tools, and simple facts; "b", which determines step-by-step procedures; and finally "c", which identifies when the task must be done and why each step is needed.

The CDC writer then organizes the STS items that have been slated for the CDCs into volumes, units, and lessons and begins writing each lesson while trying to



Photo by

WM training at Incirlik

Staff Sgt. Jull Haneline, Base Records Manager, Folsom, Base Publishing Manager, and WM Instructor, Incirlik Air Base, Turkey, that has been purposely broken down into a course at Incirlik's Workgroup Man-

tion correctly reflects (ations). This gives us a then sent to ECI for p date it is sent to ECI for edit, coordinate, and f ing. The process doesn't the CDC writer is still ing the training refer as possible.

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The Information M rently in production w the April 1999 CFETP made to the upcoming been reduced from five rated the STS items in A-course) and function course). Throughout

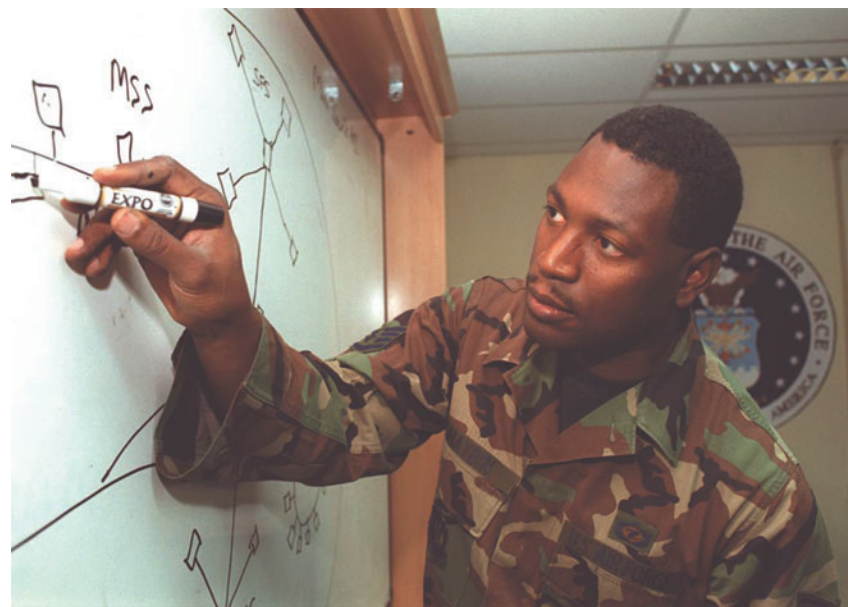


Photo by Amn. Brad Church, 786th CS/SCSVP

Staff Sgt. Lionel Maybin, a graduate of the Apprentice Course and now a workgroup management trainer at Incirlik Air Base, Turkey, draws a diagram of the deployable workcenter during a training session.

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and forms are used to efficient media. Once that will aid in the decision-availability through net-eval are the steps used ition. Types of controls dows NT, file manage-ormation Act, records g permissions on elec-control, resource access l. Disposal is the final Records Management at dictates when and gardless of the media c.)

ation we manage to-s. The most efficient n computer systems is tations, protocol suites s, cabling standards, ers, servers, local area

in today's "connected" Air Force.

If a computer system or network fails, information managers are the first line of defense to configure, troubleshoot, and restore them. Basic skills training in networking technologies, along with PC repair and configuration, provides a fundamental knowledge of how information is being managed by networked computer systems. Being trained in these essential areas of managing information ensures minimum downtime to mission critical computer systems and networks. Information managers must be equipped to assist in developing and troubleshooting a networked computer system and assisting end-users with day-to-day computer and network problems.

The 37-day Information Management Apprentice Course is separated into five blocks of instruction using the Windows NT workstation operating system on all student and instructor computers. The course is taught at the 336th Training Squadron located at Keesler AFB. The initial training of Information Managers is provided by a group of highly qualified, dynamic instructors. All instructors are qualified to teach each block of instruction.

NOTE: Students must satisfactorily complete all exercises, appraisals, progress checks, and written tests for each block of instruction before advancing to the next

virus and restricted log-on to each of the 3,812 individual e-mail accounts. Two 3A071s from the 366th CS were placed on the Help Desk to assist, capturing progress and assisting Workgroup Managers with technical questions. This was the 366th Wing's first move to incorporate information management business process skills into the network control center.

In June 1999, Mountain Home developed Gunfighter Support System for Information Management (GuSS(IM) or GuSS for short) as a workflow management system based upon Microsoft Outlook public folders and designed to dramatically increase the effectiveness and efficiency of organizational workload planning, tracking, and execution. It was designed with commanders, supervisors, and managers at all levels in mind; from the wing command section to the flight level. Since GuSS is based upon Microsoft Outlook 98, com-

brace GuSS as a time saver, look for opportunities to explain the product, and are ultimately helping bring GuSS to light. GuSS is a step in the right direction, linking information management business processes to workgroup management.

We're developing a plan to offer one Level 1 position in the Network Control Center to each of the three largest groups. This will ensure the information managers are afforded the opportunity to increase their troubleshooting skills and gain first-hand knowledge of network operations. Each group will "own" their respective slot and is responsible for detailing an information manager from their group on 30-day rotations. We're aggressively striving to change the paradigms and prove the value of Workgroup Management. Some commanders embrace Workgroup Management as a much-needed change, while a few others cling to their EPR/

WMS

From previous page

pense is at all times. That's a great improvement in itself, but there's more.

Once the suspense is delegated down to the level where an action officer needs to work the project, the AO can create a staff package right from that suspense form. The AO can send the staff package out parallel to coordinate documents with other AOs or can prepare a response using the Staff Summary Sheet template and route the staff package back up the chain for approval. Since the staff package and suspense are linked, the database continues to update everyone involved in the process.

Another great feature of the staff package is the "response buttons." When a recipient receives a WMS staff package for review, coordination, or approval, buttons list appropriate responses such as "Approved", "Concur", "Noted" or "Need More Info." One click of the button and the response is stamped onto the staff package with the individual's name, and the date and time are annotated next to the response (see picture). The response is

Name	Request	Respondent
SSG/SWD WMSAgent	Coord	<input checked="" type="checkbox"/>

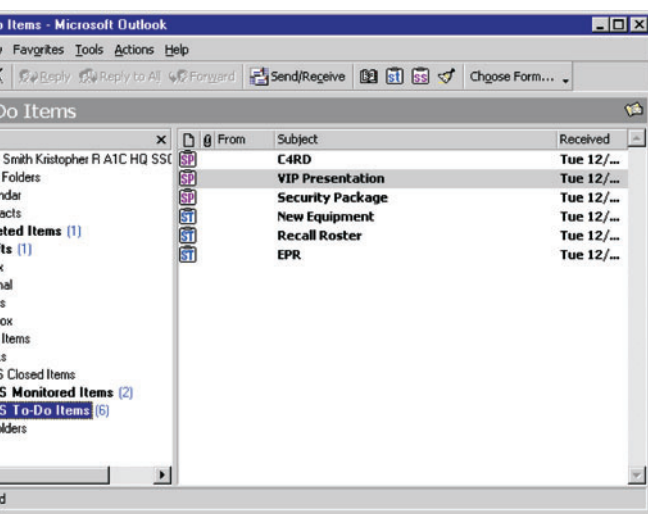
Staff Package Form from WMS

Numerous organizations in using WMS once systems have been completed. To use Microsoft Exchange or 2000 for an e-mail database, version 6.5

If you would like to contact Lt. Becky Hu

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WMS adds three folders in the Task folder: *WMS To-Do*; *WMS Monitored*, and *WMS Closed*. Two additional icons are created on the Outlook toolbar. One is labeled *ST* for Suspense Tasker and one is labeled *SP* for Staff Package.

To originate a suspense using WMS an individual clicks on the *ST* icon. An outlook-customized form is created with fields for assigning a new suspense. Once all the fields are completed the form is “posted” and is sent to the WMS Workflow Agent. The *Workflow Agent* is customized software for processing the form. The *Workflow Agent* assigns the suspense an identification number from a SQL Server database, it reads the information in the fields and sends the newly created suspense to the appropriate assignees. The suspense is moved to the assignees “To-Do” folder and is also moved to the originator’s “Monitored folder.” The assignee can now open the suspense and has several options: 1) delegate the suspense 2) inquire to anyone involved in the suspense 3) reject the suspense or 4) submit a response for approval.

Any action the assignee takes sends the suspense back to the *Workflow Agent* to update the database and then sends updates to anyone in the delegation chain. For instance, if the assignee decided to further delegate the

suspense the *Workflow Agent* would move the suspense to the to-do folder of the delegatee and it would also move the suspense from the delegator’s to-do folder to the Monitor folder, and also update the originator’s Monitored folder to show the suspense has been delegated another level. Since each update replaces the last update there is only one message per suspense at any time -- and it always has the up-to-date information.

The originator may at any time open the Monitored folder in his Outlook task folder, click on the suspense and see where the suspense is located. No more phone calls to the Information Manager to track a suspense -- no more wondering where your suspense is -- everyone involved in a suspense has knowledge of where that sus-

are covered, and the students gain a clear understanding of what their duties will be at their duty stations. Students also discuss computer security and information assurance roles and responsibilities. Additionally, they learn the basics about the internal workings of the personal computer, computer configuration (to include installing and removing hardware components), and computer diagnostics.

- Unit 1 Orientation
- Unit 2 Introduction to the IM Career Field
- Unit 3 War and Core Competencies
- Unit 4 Keyboarding (self-paced)
- Unit 5 Computer Familiarization
- Unit 6 Computer Configuration
- Unit 7 Information Assurance
- Unit 8 IM Awards
- Unit 9 AF Doctrine, Operational Risk Management, and Environmental Issues

Unit II, Essentials of Networking, is the primary focus of this block. With this foundation, Information Managers will enter the Air Force with an understanding of local area networks, protocols, networking standards, and network interface card selection and configuration. With this basic knowledge, the students will be on their way to filling a position as a Workgroup Manager. Also covered during this block is a discussion on viruses and how to use anti-virus software.

Block II - Networking and Software

- Unit 1 Keyboarding (self-paced)
- Unit 2 Essentials of Networking
- Unit 3 Computer Protection
- Unit 4 Software Installation

Block III - Information Management Functions

Block III provides students with hands-on experience in Microsoft Word, Access, and the Records Information Management System. Students will learn to use e-mail and learn to prepare the Air Force official memorandum and other written communications. Additionally, the students will learn basic procedures for creating and managing databases using Microsoft Access.

- Unit 1 Keyboarding (self-paced)
- Unit 2 Sharing Information
- Unit 3 Life Cycle Planning
- Unit 4 Correspondence Management
- Unit 5 Suspense Actions
- Unit 6 Database Software

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Block IV - Public Document Secu

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- Unit 2 Public
- Unit 3 Public
- Management
- Unit 4 Form
- Unit 5 Electr
- Unit 6 Order
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- Unit 8 Messa
- Unit 9 Docu
- Unit 10 Mail

Block V - Graph ment, SATE, and Co

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- Unit 4 Security A
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- Unit 5 Computer

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Photo by Master Sgt. Ed Ferguson

Tech Sgt. Tommy Fricks and Staff Sgt. Christopher Coley, Headquarters Standard Systems Group, Maxwell AFB Gunter-Annex, Ala., check out the RIMS web page.

standardized.
ed to all "File" menus.
is renamed to "Next"
Style Guide.
renamed to "Actions"
Style Guide.
renamed "Duplicate"
Style Guide.
d that provides Appli-
is file contains a glos-
help screens.
Down" keystrokes are

structure is changed to
DD MMM YYYY" for-
ns are automatically
ave a printer installed.
nd "Arrange" icons are

* The "Edit" menu is renamed "View" on the RDS - Rule Information Screen.

c. File Plans Screen

* The "Print Options" menu is renamed "Print" on the "File Plans" screen.

d. Update RDS Screen

* The "Update RDS module" is modified to allow the user to reload the current version of the RDS. This option is useful for personnel with a corrupted database.

e. Training Schedule

* This report was modified to show all data and not prompt the user for a selection month.

The Air Force Communications Agency commends the software development team at SSG for their tremendous efforts and creating a significantly improved product that streamlines records management operations. The team consists of:

Tech. Sgt. Tommy L. Fricks

Program Manager / Senior RIMS Functional Analyst

professionalizing Air Force

By Master Sgt. Dave Mann
Air Force Communications Agency

SCOTT AIR FORCE BASE, Ill. — What does information management have to do with operationalizing and professionalizing the network? Remember what rides on our networks is information, and where there's information, there is a need to manage it. More so today than at any time, the need to manage information is critical to achieving the end goal of a professional, operational network—getting the right information, to the right people, at the right time. For the information manager who evolved from yesteryear's administrative specialist, this idea is nothing new. For the most part, only the media has changed. The life-cycle principles of creation, collection, storage, access, retrieval, and disposition of information remain solid. Our challenge is to aggressively pursue the integration of information systems into our network and to build a professionally trained and certified, network-savvy workforce to operate and maintain those systems. Maintaining our network, and assuring the validity and proper life cycle of the information that rides on it, is not solely the responsibility of our 3CXXX friends. Information Managers must mature into roles as network professionals.

The information manager's role as a network professional falls under a network crew position called a workgroup manager. As defined in AFI 33-115V1, WM is a network user's first line of help when problems erupt. WMs field problems involving desktop applications, hard drives, network interface cards, or even a bad network cable (from the computer to the plug in the wall). They

do what is necessary to assigned users and a network user's supervising AF policy on

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DIRECTORY

From previous page

directory and the manpower data system consistently illustrate approved organizational information.

There will be some changes forthcoming and AFCA and SSG are working with installation POCs to make this product more useful to Air Force customers. AFCA is seeking a collective effort from everyone to ensure the

some actions major command/installation POCs can take to help with the AFDIR overhaul:

- Ensure unit designations and office symbols entered in the directory have been formally approved IAW the unit designation/FAS listing included within the AFDIR—any deviations will be lost during the transition
- Ensure installation/command POC information is accurately reflected in the directory

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In October 1999, the responsibility for maintaining the Air Force Electronic Address Directory transitioned to Headquarters Standard Systems Group at Maxwell AFB-Gunter Annex, Ala. The Air Force Address Directory is the replacement for and supersedes AFMAN 37-127, Functional Address Symbols, and AFDIR 37-135, AF Address Directory. The AFDIR is the central point for locating approved organizational information and functional address symbols. Tech. Sgt. Tommy L. Fricks and Airman 1st Class Trevor Kempton are the Pro-

nated installation points of contact to ensure the AFDIR is accurately maintained.

AFMAN 33-326, Administrative Communications, is the prescribing directive for the AFDIR and Chapters 9 and 10 outline specific requirements for maintaining the directory. The publication designates AFCA/GCO as the approving authority for all unit designation and office symbol requests/changes. AFCA is coordinating with Air Force Manpower and Organization specialists to ensure the

See **DIRECTORY** next page

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than 150 users' computers. This was no easy task and required numerous hours of training for the team and the users.

Before implementing DMS within the 38th EIW, Coba needed to ensure the team was fully trained and capable of tackling this task. He used a mixture of lab time and in-the-field training to ensure his team members received as much technical information as possible before starting the implementation effort. Classroom instruction was accomplished using mock-up computers where installers were taught step-by-step procedures on how to load the software and troubleshoot problems. They were also trained on installing the PCMCIA card readers and hardware integration.

Training the implementation team was only part of Coba's plan, he needed to ensure the users would be able to operate this new system. To help educate the wing's customers and guide them through the implementation phase, a DMS Resource Site was created on the wing's Intranet. This one-stop information site provided customers a readily available place to access information such as Frequently Asked Questions, a link to the DMS Computer Based Training site, a user's guide, and links to numerous Air Force sites dedicated to DMS. Making this information support tool easily accessible and readily available to users was the key in gaining trust and making the 38th EIW's DMS implementation a success.

As with all taskings assigned to 38th EIW IMers, this is just another great example of what Information

IM.

Endangered career field? -- No way!

By Master Sgt. Dave McClellan
*ACCWAY Process
Workflow Manager
Langley Air Force Base, Va.*

Remember when the only tool we had to type an EPR (APR then) was a typewriter? I remember! I typed my first EPR with an IBM Selectric typewriter. It took me 15 tries to complete the EPR for signature. I knew I had to figure out something in order to make this process easier. There was no training available, so I had to rely on initiative to learn how to better use the tool.

The next few EPRs were completed in seven to eight tries. Then along came the CPT Word processor, remember? Cool! Where's the training, I said? None available—only this book that came with the machine. Again, I had to rely on initiative to figure it out for myself. After tackling this tool, I had the EPR thing down to two or three tries (if you lined up the form correctly, remember?).

After a PCS, I was introduced to another tool. A Burroughs 100 Computer, remember? WHAT! A computer—I have no experience with computers! Where's the training? Remember the boss saying, "just look over my shoulder and I will show you what I know." Since the over-the-shoulder training was insufficient, I said, "Where's the book?" Still again it was the book and the initiative that I used to tackle this challenge and succeed.

Along comes the Zenith 248, with XtreePro, Word Perfect and DBIII, remember? WHAT! OK, this time I learned from my previous lessons and just asked for the book. Yes, you

information with my 3A peers and teamwork also helped me learn this new tool.

It seemed like every time I became proficient on one tool, another came around to take its place—bringing new and more challenging tools. But there's one thing I learned through all of these never-ending changes that helped me succeed. That's right, the "Big Four"—the book, initiative, sharing information with my peers, and teamwork.

Now do you remember how fast the train traveled through the 286, 386, 486 and then the Pentium world? Wow! Where the heck is the training? Oops, that's right, you guessed it, the "Big Four". Along with this came Microsoft Windows, Word, PowerPoint, Excel and Access. Remember? You guessed it again—the "Big Four".

After a few years in the Air Force, it was very apparent to me that the 3A career field has always been hit with a lot. Seemed like every additional Duty came our way, along with any other special duties that popped up. However, no matter what the challenge was, our career field always accepted it and succeeded with flying colors. Remember? 3A's have worked very hard to get to where we are today. I think it was the "Big Four" that helped us get there.

Along comes a major reengineering effort. The Air Force decides to consolidate SC and IM. They gave us a new name, "Workgroup Managers". What! Where's the book? Does anyone else know what is going on? Wow! I wasn't sure how to handle this challenge. I sat around for a year, yelling and screaming for some training or books to learn this new concept. Then

...was more information—why isn't it realized—what happens in the books, which aren't information, which is "initiative" go? I lost explaining about not the lessons learned for not available and I had challenged myself to take charge. I started by going signing up for a coming and the credit that the books and learning and troubleshooting tools we now have. I my peers to learn more e learned. I am, in no "techie". I still have a succeeding in this challenge-Managers.

...t what we as 3A's have only to bring up this our". We as 3A's have should this challenge ing for the "training"? have heard all of the raining or time avail-

agement concept together and succeed, like we have so many times before. I challenge you to name one time that the 3A's have not met the challenge in the past? You can't do it!

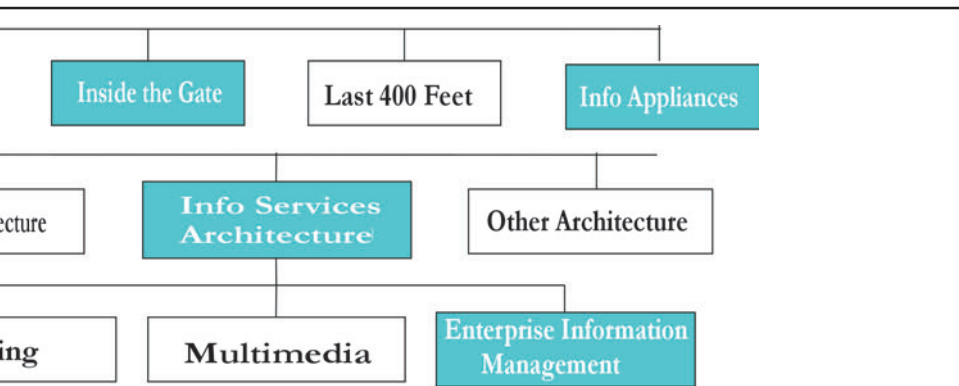
Understand that I am not against more technical training for our career field. My point is that even if we had more training, it would do us no good without the "Big Four" to carry us through. No training in the world will teach you every aspect of troubleshooting—that comes from experience which is derived from the "Big Four."

3A's can and will succeed with this challenge—but we have to remember to use the "Big Four". We have to come together as a career field and help each other through this. If we don't all jump in and help, we could easily become an endangered career field. If we can't, they will have to find another career field that can. NO WAY!

Let's just get back to the four basic tools that have historically carried us through every challenge with success. You guessed it, the "Big Four": Books, Initiative, Sharing Information and Teamwork.

We have to do this together—just like we have so many times before. Don't wait for the "training". Use the "Big Four" and let's go!

If you need any help, please let me know because I won't hesitate a second before asking you for help. My e-mail address is david.mcclellan@langley.af.mil.



Information Management Architecture within the Global Information Grid

Figure 1

information destined for Air Force networked systems.

The EIM architecture will be coordinated with MAJCOM CCB representatives in the near future and AFCA will host a Technical Interchange Meeting in February/March to review the document, make adjustments, and determine EIM goals and milestones for ensuring

environment may affect their systems. Before any squadron deployment, we offer our services and one-on-one training to any individual who may need to refine their Workgroup Management skills.

Mountain Home looks for every opportunity to practice Workgroup Management-deployed and was very successful during a wing exercise training day last fall. Information managers were afforded first glance at the Network Control Center-Deployed and the opportunity to build cables and install operating systems and client workstations. During that first exercise, the opportunity to participate was only offered to 3A0s assigned to the 366th CS with the intention of refining our instruction and offering it wing-wide at the next opportunity.

That next opportunity presented itself in early May 1999. The 366th CS dedicated May 1-15 to a local Comm Exercise, Royal Flush, training on the new Theater Deployable Communications equipment and validating AFCA Tactics, Techniques, and Procedures. We dedicated May 13-14 to test information managers' ability to deploy Workgroup Management. One-third of the wing's information managers adjusted their schedules and volunteered to test their skills. They were challenged to build cables, install operating systems and e-mail clients, e-mail profiles, set up FrontPage 98 and IE 4.01 and test their FrontPage capabilities. It not only provided another opportunity to train, but also enabled us to determine any training shortfalls and help NCC-D personnel appreciate the skills Workgroup Management brings to the fight.

June 1999 provided the opportunity to prove the value of Workgroup Management-deployed to the 366th Wing. A small handful of information managers configured 98 percent of all client workstations to the deployed network, supporting an operational readiness exercise, Sharpshooter 99-02, of 800 wing personnel. Sharpshooter 99-03 and Red Flag exercises in October 1999 solidified the Workgroup Management-deployed concept as the wing hosted the only Red Flag exercise ever held off Nellis AFB, Nev. Wing information managers again stepped up to the challenge, configuring client workstations, solving home-station remote access server configuration programs, and serving in Help Desk roles, supporting over 600 wing and 500 deployed personnel. Visiting wing commanders lauded communications support as "best ever seen during Red Flag."

During Joint Expeditionary Force Experiment 99, knowledgeable information managers provided around-the-clock coverage, augmenting system administrators in the NCC-D. They expertly identified, troubleshoot, and resolved a long-standing Secret Internet Protocol Routed



Photo

Senior Airman Doug Patterson, 366th CS, 366th Air Expeditionary AFB, Idaho, preparing SATCOM equipment for Bahrain.

there as a force multiplier. System installation, installation, paperwork, training, and more than 75 percent of wing personnel the Defense Message System program and four hours of program and installation support their units through

Probably one of the demonstrations of the value of the wing's eradication was identified at 366th Wing Management Sunday to develop a battle plan when vaccinating the Workgroup Management Monday morning, the vaccinate the systems third of the wing's information more than 2,300

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Photo by Airman Charity Barrett

Airman 1st Class James Wiggins, 366th Communications Squadron, Mountain Home AFB, Idaho, sets up HF radios to be used during the Spirit Hawk exercise.

tance of quality instruction, and took advantage of the talents of a few of our wing 3A0 personnel by dedicating them as full-time instructional staff, absorbing positions from within the squadron. When these individuals are not scheduled to instruct, they work as Level 1 technicians in our multi-tiered Network Control Center. In addition, our primary instructor is now dual-hatted as the crew commander of Level 1, Help Desk, operations. An additional instructor, an airman responsible for instructing the web page development class, was trained as the base's webmaster to learn the entire process and gain a wider perspective, increasing the quality of instruction. She not only taught information managers how to create web pages, but also supported them when they encountered any difficulties.

The mission of the 366th Wing has been unlike that of any other base since its inception as a composite wing. The 366th Wing was tasked with an air expeditionary wing mission in 1997 and has gained experience and visibility with the success of AEF V and AEF VII. The 366th CS's previous Unit Task Code, 6KTAR, was not tasked to provide any form of network, however, the wing senior leadership deemed it essential on both AEFs. The 366th Communications Squadron provided two 3C0X1 personnel to provide networking capability to a deployed wing of 1,500 personnel. Covering 24-hour operations, the system administrators had very limited manning to support 1,500 clients.

It is in a deployed environment we expect Workgroup Management to exhibit its full potential and we strive to

keeping *Secrets?*

By Anne Rollins

*Air Force Freedom of Information/Privacy Manager
HQ AFCIC/ITC*

Are you keeping files on individuals? Do they know about it? What kind of information is the government keeping on you?

To curb illegal surveillance and investigation of individuals exposed during the Watergate scandal, Congress passed the Privacy Act in 1974. They knew that individual privacy is directly affected by the information the government collects, keeps, uses, and discloses. They also knew that computers and sophisticated information technology would increase the potential for harm to privacy, and could affect individuals' ability to get employment, insurance, credit, and the right to due process.

The Privacy Act requires that we notify the public about files we keep that are retrieved by name or personal identifier. The Act refers to these as "systems of records." We provide public notice by publishing our systems of records in the *Federal Register*. Each notice contains a detailed description which tells the public about records we're keeping, and answers the questions, who, what, where, why, and how long. The Air Force has more than 300 notices. You can access them at www.defenselink.mil/privacy/notices/usaf. We're reviewing and updating all our notices as a result of a special presidential directive.

To protect individuals' privacy, Congress regulates the collection, maintenance, use and dissemination of personal information by establishing a "Code of Fair Information Practices" for Federal agencies to follow:

1. No secret systems of records
2. Solicit information directly from the individual
3. When you do, tell the individual the authority for asking, whether it's mandatory or voluntary to provide the information, what the government intends to do with it, which agencies or activities outside DOD (or "routine uses") may receive the information and the reason; and the effects, if any, on the individual for refusing to pro-

What is the Privacy Act?

The Privacy Act can be found in Title 5, United States Code, Section 552a. It's the law that we use to ensure that we do not disseminate records with identifiable personal information. The Act only applies to information in Air Force Systems of Interest (AFSI) databases of resident aliens.

it was originally collected.

5. Give the individual a copy of the information about him or her.

6. Allow the individual to review and correct information that is not accurate, complete, or up-to-date.

7. Check the accuracy of the information.

If you're developing a system that collects information, make the Privacy Act requirements part of the first calls. They will be part of the Privacy Act requirements.

If someone asks you for information about someone else, remember the golden rule in Privacy: If you wouldn't want someone to do to you, don't do it to someone else. About an individual without legal authority for disclosure.

The Privacy Act helps protect individuals from intentional and willful disclosure of information as disclosing information and maintaining a system of records.

Make Privacy part of your system. Ensure there's an audit trail before you collect the information.

Protect your social media accounts from unauthorized access and use.

When you're working on a computer, use screen locks and log off, even for a moment.

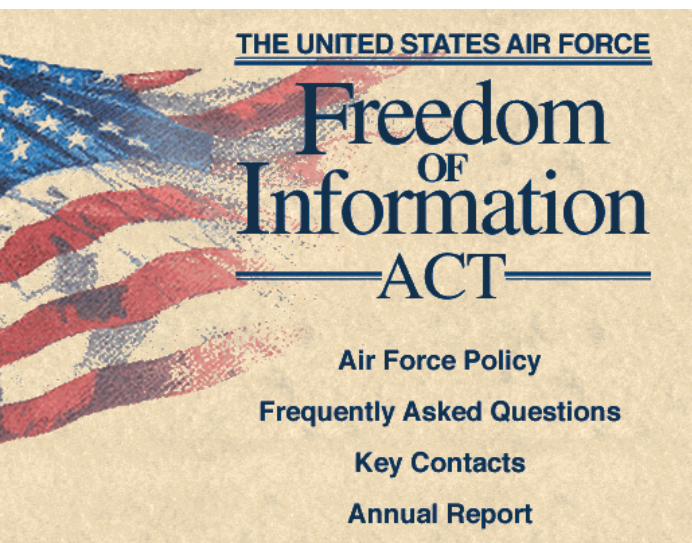
Incorporate Privacy into your system with personal information. Make sure that they require safekeeping.

If you're using records, make sure the information before dropping it.

Use Privacy Act controls. You need to pass personal information to the recipient. Before e-mailing, make sure it's protected and

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- Increased time limit for agency responses to FOIA requests from 10 to 20 working days.

- Electronic search and review of agency records is no longer considered creating a new record. Agencies must now make reasonable efforts to search for records in electronic form or format, except when it would significantly interfere with the operation of the agency's automated information system.

- Multitrack processing of requests by categories: simple, complex, and expedited.

- Revised annual FOIA reporting from calendar to fiscal year, and added new reporting requirements, including reporting FOIAs received by category, and the median number of days for processing.

- Expedited processing when a "compelling need" is shown. The term "compelling need" is defined as (1) involving an imminent threat to life or physical safety of an individual; or (2) urgently needed by an individual primarily engaged in disseminating information in order to inform the public concerning actual or alleged Federal Government activity. Other reasons for expedited processing include an imminent loss of substantial due process rights; or a humanitarian need that will promote the welfare and interests of mankind by disclosing the information.

- Providing the requester the volume of withheld information (if entire pages are withheld), or, in cases where words or phrases are removed, show the requester the amount of information deleted at the place on the released record where the deletion is made.

While the amendments did not include any changes in the fee area, the revised DOD implementing regulation 5400.7 includes a new requirement to provide all re-

Information Management Communi	
1 - 4 years College	46%
Under Grad	18%
Grad	10%

Figure 2

Continued from previous page

of college degrees. Figure 2 provides a comparison of IM and C-CS education levels.

Even with the right training and education, the initial basis for job competition is actual work experience gained from work assignments, official details, and career broadening opportunities.

The opportunity to change career tracks was virtually non-existent before the integration of IM and C-CS. This is now a possibility through our career broadening program and MAJCOM detail assignments. We have our first CICP cross-series (IM to C-CS) career broadener in a 2 1/2-year on-the-job training assignment at Wright-Patterson AFB, Ohio. The first year provides a blend of information management and communications-computer systems training. The final year and a half are spent performing communications-computer systems training only. The objective of this cross-series career broadening opportunity is to enable an Information Manager (GS-343-11) to cross-train into the C-CS (334) field. The CICP will provide another cross-series career broadening announcement later in FY00. The announcement will be

on the CICP homepage
[cicp](#) and advertised vi

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Acquire Mentor of the Year



Sanders

By Mark Davidson
Communications and Information Career Program Specialist

Delores Sanders was awarded the 1999 Communications and Information Career Program PALACE Acquire Mentor of the Year Award. Lt. Gen. William Donahue, CICP Policy Council Chair, presented Sanders with the annual award during the CICP Policy Council Meeting, Dec. 8, 1999.

Sanders works for the Air Force Personnel Center, Personnel Data Systems Directorate, Randolph AFB, Texas. She has served as a mentor for more than 10 years and has been personally involved in the careers of more than 18 CICP PALACE Acquire interns.

The PALACE Acquire Program provides civilian employment opportunities in more than 20 diverse career fields.

The other nominees were Norman A. Brown, NAIC/SCVE, and Michael A. Grant, NAIC/TATB.

States Air Force.

Senior Air Force managers recognize the need to maintain career field currency by their continued commitment to encourage and provide funding to individuals occupying core CICP positions to pursue relevant undergraduate and graduate degrees.

The real change that Information Managers must deal with comes from the rate of change in the telecommunications and computer industry and how this applies to IM services. This technological change creates an overwhelming requirement for personnel to stay current with technology applications in order to provide our customers value-added solutions that will help them accomplish the Air Force mission more efficiently and effectively.

Education and current training enhances an individual's competitiveness among their peers for promotions and reassignments. Senior leaders in the C-CS community have recognized, encouraged, and rewarded the pursuit and attainment of undergraduate and graduate education for many years.

IM senior managers also recognized the value of higher education but may not have gone far enough to encourage and reward the attainment

See story next page

on Management ed Positions

GS-12	GS-13	GS-14	GS-15	Total
71	34	4	5	429
70	47	6	3	401

civilian WM in ACC

By Master Sgt. Kim Wilkinson

BARKSDALE AIR FORCE BASE, La. — Sherry Dolley, secretary to the 548th Combat Training Squadron commander, has become the first civilian information manager to complete ACC Workgroup Management training requirements. Working every spare moment, on duty and off, she was able to complete 104 hours of classroom training in PC Fundamentals, Network User Management, Web Page Development and Information Processing Management System/Software Management. Not only was she able to complete classroom training, but also managed to complete all Computer Based Training module blocks of the WGM training track in less than four months—more than 300 hours worth! She is working on the last phase of the certification process (task certification and performance check ride) and was awarded certification as a Workgroup Manager in January.

How was she able to do this? With the dedication and the support of her commander, Lt. Col. John Schiavi. According to Dolley, Schiavi encouraged squadron personnel to expand their knowledge and was a firm believer in people striving to achieve their goals. He backed that up by providing them the opportunity to obtain education every time it was offered.

Most of Dolley's computer training came via OJT on software applications throughout her DOD civilian career. Attending classroom courses on NT/Exchange, establishing mail accounts and troubleshooting allowed her to expand her knowledge to the

experience with NT platforms came only a few short months ago when she had to install seven new NT workstations for the commander's support staff. Web Page Development was another plus as it gave her the skills to create what became the first 548th CTS web page.

"Having Ms. Dolley with WM skill is paying and will continue to pay great dividends. She has made significant contributions to making the squadron run more efficiently and will be the WM continuity for the squadron for many years to come," said Schiavi, 548th Combat Training Squadron commander. Not only her commander has been supportive, but co-workers as well. They see that she knows what she's doing and call on her frequently to help, as they trust her ability to "get the job done right."

On any given day she can be found loading NT, updating the squadron web page, troubleshooting mail problems, or establishing a mail account for new personnel. Her position description is being rewritten to include Workgroup Manager as part of her official duties. "Ms. Dolley is leading the way for civilian information managers leveraging information technology skills to more efficiently and effectively manage information for the unit, said Master Sgt. Kim Wilkinson, Chief, Barksdale Workgroup Management Program Office.

Just as important as their military counterparts, a secretary certified as a workgroup manager illustrates the untapped potential that exists.

Today there are a number of secretaries in ACC performing



III. — As the office of AFI 33-129, Transmission of Air Force Communications Web Team and created a and problems s.

road, cross- of policies enhance meet cus- ment ex- ntatives unities to e is taken and enhance policy de- quarters Air Mobility ation Command, and meeting since Decem- press Internet concerns



The team is reviewing current policies contained in AFI 33-129 and making necessary adjustments that will allow the Air Force to keep pace with the technological enhancements to web browsers and web page development tools.

Look for a comprehensive revision to be coordinated with MAJCOM Internet policy owners this summer, plus continuous guidance, assistance, and direction in the interim.

Feedback from the participants has been extremely positive and web page developers/administrators at Scott AFB have benefited from the local adjustments made to policies and procedures for making information available through the Internet. The team feels it's a great idea for other bases to follow suit and garner a pool of experts to address web processes and stay on top of this rapidly changing technology.

If you have questions or would like the team to address Internet issues that are affecting your command/installation, call the AFCA Internet Policy Office at DSN 576-2384.

S replaces continuity books web pages for training

to simplify this dilemma. He designed a web page, initially for his IM team, to provide on-line task breakdowns and direct links to the most current training references.

Our previous way of maintaining training continuity was typically through locally developed continuity books. With the power of web pages, replacing continuity books with web pages is a valuable option. The benefits include: direct links to current references; updating is less time consuming, and all information is centrally organized.

All core and non-core training tasks, identified within the Career Field Education and Training Plan, dated April 99 (includes Change 1), are included in this web page. However, some tasks require text and links that are constantly being added.

place official guidance. It is provided as a tool to assist supervisors, trainers, task certifiers, and trainees in seeking out information relative to Part II, Specialty Training Standard, of the 3A0X1 Career Field Education and Training Plan."

The web site provides independent training, where an individual may refer to a task breakdown when accomplishing rarely performed tasks, as well as providing initial and refresher training and task knowledge.

After this product was introduced to Carolyn Barnes, Chief, Information Policy, Information Systems Division, C4 Directorate, Air National Guard, she suggested it be available to a larger audience. To access this web site, the following URL is provided at: www.hqwaang.af.mil/215im/

Providing the solution versus being the solution

By Master Sgt. Donald A. Matthews
649th MUNS, Hill AFB, Utah

Take this to the "admin" troop and have it typed up. Tell your 702 to track this EPR every step of the process. No, the commander is not in; may I take a message? Would you tell the chief I stopped by to talk? Call Tech Admin and find out the status of this decoration. Sound familiar?

One year ago, the 649th Munitions Squadron, Hill AFB, Utah, was faced with a dilemma. Two of the three Local Area Administrators were separating. Two solutions were discussed. The first solution was to take \$40,000 out of the squadron's annual operating and maintenance budget and contract out LAN support. The second solution was to allow Information Managers to do their job according to the Career Field Education and Training Plan. What a concept!

The 649th Munitions Squadron invested \$14,000 to provide LAN administration training for these IMs. Now let's do the math, \$26,000 savings achieved the first year. How many squadrons out there have non-IMs (3A0X1) performing Workgroup Manager duties? How many of these individuals could be supporting the unit's primary mission?

The IMs in the 649th MUNS have performed superbly. Their first major hurdle was the Melissa virus. Since then, the IMs have migrated to Outlook from GroupWise, implemented a new server operating system—replaced the Novell server operating system to Microsoft NT server, and ensured the Defense Messaging System was installed.

Additionally, they have complied with DOD-directed Moonlight Maze requirements, became the squadron focal point for all Y2K issues, built new servers, and set up and installed new computers; all with only very minimal

tasking comes down the iron counterpart channel to use your IM in this

Let's say your EPR properly and you are the problem. Who do IM knows every admin the red tape, like the first. Has your unit al training as mandated become your application vide the solution, thro



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The 649th MUNS I can perform, and sen cess of 649th MUNS I vision, and when the l focused them to keep

By the time this ar IMs/WMs will be tota ing non-3A0X1 WM w